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OBJECTIVE RANKINGS
AND
FAIR SALARIES
FOR NON-UNION
STAFF

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project report

OBJECTIVE RANKINGS AND FAIR SALARIES FOR NON-UNION STAFF

prepared for:

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Of Hamilton
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Toronto, July, 1977

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management consultants

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INTRODUCTION AND SUMMARY

A. INTRODUCTION

In December 1976 you asked us to undertake a review of all non-union salaries in the City of Hamilton. We were to do this in accordance with our submission of November 1976 and with Section 13 of the Forty-Fourth Report of the Board of Control.

You currently have two salary schedules; Department Heads and Deputies' Salary Schedule and the Non-Union Salary Schedule. These salary schedules cover 21 departments, 159 jobs and 194 incumbents.

You have asked us to conduct a thorough, objective review of your ranking and recommend 1977 pay. You also want a plan to administer and maintain your rankings and pay in the future.

In this report we present our recommendations for objective rankings, fair pay and a program to maintain the pay plan.

We are grateful for the excellent cooperation provided by your Personnel department -- and the entire City Hall staff.

B. SUMMARY OF OUR FINDINGS AND RECOMMENDATIONS

Based on our ranking of your positions and on a survey of salaries paid for equivalent positions in the public and private sectors, we found that:

- ▶ Your pay framework (use of pay grades; ranges; pay adjustment dates; etc.) is basically sound and should not undergo fundamental change.
- ▶ Your present two schedules ("Department Head and Deputy" and "Non-Union Positions") have substantial overlap but different ranges. Simpler administration (apart from current AIB reporting purposes) would result from consolidation into one integrated schedule.

- ▶ The present 30 pay grades in the two schedules can be trimmed to about 19 grades.
- ▶ Compared with surveyed organizations, your salaries are generally in a middle position -- as of 1976 comparisons. Most people at City Hall are fairly paid for work performed.
- ▶ 13 incumbents will have salaries which are slightly "red-circled" (i.e. above the range maximum) based on the 1977 recommended salary schedule. (30 incumbents are "red-circled" by 1976 comparisons; 17 such conditions are cleaned away through less than the full allowable increases for 1977).
- ▶ Only 9 incumbents (out of 194 in total) have 1976 salaries requiring an increase of greater than 5% (i.e. equivalent to one step) to bring their salaries in line with "adjusted" 1976 schedules.
- ▶ While not within our terms of reference, we believe that your "benefits" package is in line with other major municipalities of Ontario.

In summary, our key recommendations are:

- ▶ Continue your present pay policies for this group.
- ▶ Consolidate the two pay schedules into one -- except for the existing legal requirements for AIB reporting.
- ▶ Accept the proposed ranking of positions into 19 pay grades. The rankings and groupings reflect: current organization structure; recorded and up-to-date position duties and responsibilities; the results of objective and systematic evaluation of all positions; determination of fair pay grades for positions of similar worth.
- ▶ Adopt the recommended pay policy which places your salaries in a middle position when compared with other municipalities and private organizations. (This policy is the basis for the 1976 "adjusted" salary schedule). The 1976 adjusted schedule also reflects reasonable pay relationships between the exempt positions and those covered by negotiations.

- ▶ Adopt the recommended 1977 salary schedule. It is built on the 1976 "adjusted" salaries that bring your existing salaries in step with the results of evaluation and the pay survey. The 1977 schedule then allows an across-the-board increase of 6.6%. (The difference between that percentage and the AIB allowed 8.0% is required to get in step with the adjusted 1976 schedule. Anniversary adjustments during 1977 for about 35% of the total exempt staff appear to be allowable outside the 8.0% limit set by AIB for City Hall.) The 1977 schedule also maintains pay relationships between union and non-union positions.
- ▶ Maintain the 13 red-circled pay conditions during 1977.
- ▶ Adopt recommended salary administration practices. These provide you with the means to maintain equitable rankings of positions in years to come.

II

WHAT WE DID

We carried out our program to develop objective rankings and fair pay as outlined in our proposal of November, 1976. It involved 11 steps.

1. Started

We established the Personnel Department as our liaison centre for the study. We were provided with current salary schedules, organization charts and detailed pay information. An office in the department was assigned for our use.

2. Gathered Facts

We met in five separate meetings with most of the 194 incumbents whose jobs were included in the study. At each meeting we:

- ▶ Explained the program.
- ▶ Distributed and explained Job Fact Sheets which are used to collect job data.
- ▶ Answered questions about the program.

Hopefully these meetings enabled your staff to gain confidence in us, the program and the results.

3. Interviewed

To seek understanding of the jobs, we interviewed almost all the incumbents. Normally, we would interview a cross-section. However at your request, we interviewed all incumbents but three. We did not interview the Manager of the Market, the Parks Custodian or the Secretary to the City Clerk since they were unavailable. We discussed their jobs with their respective supervisors.

We supplemented the interviews with Job Fact Sheets. Each incumbent was asked to complete this form which requires a written description of the major duties and responsibilities of each position. We reviewed each fact sheet.

4. Ranked The Jobs

We ranked all the jobs using the Job Evaluation method. This process, which measures and compares nine factors common to all jobs, is described in the Stevenson & Kellogg Job Evaluation Manual.

No consideration was given to any individuals' job performance when ranking.

The relative ranking was displayed in a preliminary Ladder Chart.

5. Tested The Rankings

We tested the relative rankings (using this preliminary Ladder Chart) with the Personnel Director and Department Heads.

Challenges were noted; evaluations reviewed.

6. Decide on Number of Salary Schedules and Grades

We reviewed the preliminary Ladder Chart, considered jobs of similar worth and established 19 levels based on rank order.

Tentatively we decided to establish one salary schedule covering department heads, deputies and other non-union positions.

7. Conducted Pay Surveys

We conducted salary surveys in:

- ▶ Other municipalities similar to or geographically close to Hamilton.

- ▶ Other public organizations in Hamilton.
- ▶ Private organizations in Hamilton.

Care was taken to obtain equivalent salaries for job matches.

We also referred to salary information and surveys we maintain in our offices.

8. Developed Ladder Charts and Pay Schedules

Based on the job rankings, salary survey data and reviewed evaluations we:

- ▶ Finalized the job rankings in the form of a Proposed Ladder Chart.
- ▶ Decided to recommend one salary schedule.
- ▶ Determined the salary ranges and steps for the salary schedule.
- ▶ Identified for each of the incumbents the recommended salary schedule, and step in the appropriate range. (This has been given to your Personnel Director).
- ▶ Listed the positions and incumbents to show:
 - ▶ salaries recommended
 - ▶ dollar and percentage increases
 - ▶ red circles

This has also been given to your Personnel Director.

9. Administer The Plan

We have trained your Personnel Director and his assistant in Job Evaluation. Using this technique and the methods outlined in this report, your staff can systematically maintain the salary administration plan.

The evaluation working papers and manuals have been left with your Personnel Director for future reference.

10. Prepared a Report

This report explains our findings, recommendations and steps to administer the salary plan.

11. Review Rankings and Pay Recommendations

We have reviewed the rankings and pay recommendations outlined in this report with the Board of Control.

III

RANKING OF YOUR POSITIONS

A. JOB EVALUATION

159 exempt jobs in the City of Hamilton were evaluated. These jobs currently fit into two pay schedules.

- ▶ Department Heads and Deputies Schedule.
- ▶ Non-union positions (excluding Department Heads and Deputies).

Job Evaluation is the technique used to rank jobs within an organizational group based on job worth. Jobs are measured on several aspects or factors.

We carried out the ranking using nine measurement factors:

- ▶ Complexity and Judgement.
- ▶ Education.
- ▶ Work Experience.
- ▶ Independence of Action.
- ▶ Results of Errors.
- ▶ Contacts.
- ▶ Supervision - character
- scope
- ▶ Physical Demands.
- ▶ Working Conditions.

1

These factors are defined in our Job Evaluation Manual for Managerial, Technical and Clerical positions. Each factor has a series of defined levels to which points are attached. The total of the points generated by each factor gives the total of job worth.

Thus a Committee consisting of your Consultant, the Personnel Director and the Assistant to the Personnel Director evaluated all jobs. We checked the work, reviewed the results with senior officials of each department, further checked the evaluations and ended up with an appropriate ranking.

We used the completed Job Fact Sheets along with your consultants interview notes, to establish data about each job.

B. THE LADDER CHART

From the total ranking list we developed a "ladder chart". Jobs of similar point value are grouped together for pay determination purposes. We found that 19 levels or grades were appropriate for the 159 positions.

Table 1 shows the ranking and grouping for pay purposes of all positions. (For clarity, they are listed by department or groups of departments).

The levels are based on point bands. The width or size of each band is about 10% of its mean value. For example, level 113 has a point spread of 18, from 181 to 199. Level 120: 343 to 376 points for a spread of 33.

C. CHANGES IN RANKING

The systematic evaluation of jobs and the allocation into levels for pay purposes results in some changes of level. The present ranking of the same jobs is reflected in the two current salary schedules, listed previously.

For the ladder chart, some jobs are ranked higher than at present, some lower, many the same.

These changes are marked in the documents given to your Personnel Director. There are few major changes.

Ranking is just one part of the picture. Actual pay will depend also on the results of the pay survey, pay policies, pay levels and pay schedules.

Table 1

CITY OF HAMILTON PROPOSED LADDER CHART MAY, 1977

Pouks	Proposed Level	Parks Recreation	Treasury	Building Traffic	Streets & Sanitation Property	Engineering	Clerk Motorized Vehicles	Real Estate, Community Dev., Purchasing	Fire, Legal, Cemeteries Hamilton Place	Architect, Airport, Dundurn, Personnel
409										
551	123		Comm. of Fin. & City Treas.							
550						City Engineer & Coord. LCB. Square			City Solicitor	
551	124								G.M. Hamilton Place	
500	123			Traffic Commissioner					Fire Chief	
455										
415	122	Director of Recreation	Director Systems & D.P. Director of Finance	Building Commissioner	Director Streets & San.		City Clerk	Director of Real Estate	Deputy Fire Chief Solicitor	Director of Personnel
371	121	Director of Parks		Deputy Building Comm. Dir. Traffic Engineering		Director of Engineering	Exec Asst. to Mayor & Sect. of Bd. of Control			
376	120			Chief Plan Examiner Asst. Traf. Eng (Opus)	Outside Coordinator	City Surveyor	Deputy City Clerk			
342			Senior Systems Analyst Treasury Officer I	Director of Inspections Plan Examiner I Asst. Traf. Eng. (Png)	Prop. Maint. Supt.	Construction Eng Proj. Dev. & Coord Eng Electrical Eng	Director Mot. Vehicles Asst. Sect. Bd. of Control & E.A. to Controllers	Director of Purchases Director of Comm. Dev. Deputy Dir. Real Estate	Solicitor I	City A-chieft
312	118	Asst. Director of Parks	Senior Programmer Treasury Officer II Manager Cap. & Spec. Programs	Asst. Dir. Inspections Off. Mgr. & Chief Sect (TR) Plan Examiner II	Arborist District Supt.	Project Engineer	Chief Stationary Eng.	Chief Appraiser	Cemeteries Director Solicitor II	Airport Mgr Mgt. Dir. - Dundurn
256		District Supt (Rec)	Supr. Data Proc. Opns Treasury Officer III Supr. Sales & Sales Tax Supr. Tax Collections	Asst. Dir. Inspections Off. Mgr. & Chief Sect (TR) Plan Examiner II	General San. Foreman Asst. Prop. Maint. Supt. Asst. District Super- intendent	Supervisor of Legal Surveys Asst. Elect. Eng Engineer II Off. Mgr. & Sect. of Cites	Executive Asst. Supr. Central Garage	Co-ord. Housing Programs Co-ord. Housing Loans		Architectural Designer Asst. to Dir. of Personnel
260	117									
239		Horticulturalist Landscape Architect	Treasury Off. IV	Office Mgr (Bldg)	Gen. Foreman - Trees Supt. Cleaners (Prop. Maint.) General Landscape Fore- man	Supr. Eng. Drafting Cost Accountant	Asst. Chief, Stat. Eng. Admin. Asst. (Clerk)	Supr. City Stores	Asst. Dir. Cemeteries	Fair, Wags & Comp. Off.
241	116	General Foreman (Pul) Com. Centre Supt. Sadium Manager Sr. Const. Operator Supr. Pensions & Grp. Insur.	Princ. Act. Clerk-Payroll Princ. Act. Cl.-Payments Princ. Act. Cl.-Receipts Sr. Const. Operator Supr. Pensions & Grp. Insur.	Asst. Off. Mgr. & Cost By-law Sergeant	Maint. Mgmt. Tech.	Supr. Eng. Surveys Spec. Writer Survey Technician	Licence Administrator Supr. Central Market Supr. City Garage			
271	115	Maintenance Supt. (Rec)	Asst. Clerk I (Tax Coll)	Asst. Off. Mgr. & Cost By-law Sergeant			Chief Licence Insp. Central Reg. Clerk Supr. Records Supr. Printing			Asst. To Mgt. Dir. (Dundurn)
210	114		Asst. Clerk II (Tax Coll)				Sect. to Mayor Sect. to Aldermen Sect. to Controllers Sect. to Bd. of Control Sect. to City Clerk	Asst. Supt. City Stores Sect. to Purchasing Dir. Sect. to Dir. of R.E.	Supt. Buildings (Dundurn)	
199			Sect. To Treas. Supt. Micro Filming		Sect. to Dir. (S & B)	Sect. to City Eng.			Sect. to City Solicitor	Sect. to Dir. of Pers.
181	113			Chief Traffic Checker Supt. Traffic Comm. Sect. to Traff. Comm.	General Clerk (Prop.) Supervisor of Cleaners (O & N)		Chaufer I Chaufer II Property Clerk			
183	112	Asst. Maint. Supt. (Rec) Sect. to Dir. of Rec.					Asst. Sect. to Mayor Asst. Sect. to Colleges Asst. Sect. to Aldermen			Head Guide
151	111									
150		Pool Supervisor Custodian (Parks) General Clerk (Parks)								Custodian Sect. B (Pers.)
135	110									
134	109									
121										
120										
111	108									
110										
100	107									

IV

THE SALARY SURVEY

A. PARTICIPANTS

We selected a total of 14 organizations in three different groups to participate in the salary survey.

The groups, selection criteria and participants were:

- ▶ Other Municipalities of similar population, geographic area or with whom you have traditionally associated yourself in salary matters.
 - ▶ City of Burlington
 - ▶ City of Windsor
 - ▶ Region of Hamilton-Wentworth
 - ▶ City of Mississauga
 - ▶ City of London
 - ▶ Borough of Etobicoke
 - ▶ Region of Halton
- ▶ Other Public Organizations in Hamilton that receive partial or full tax support or provide specific related services to the community.
 - ▶ Hamilton Civic Hospitals
 - ▶ Hamilton Library Board
 - ▶ Hamilton Board of Education
 - ▶ Hamilton Hydro Electric Commission
- ▶ Some major Private Organizations in Hamilton.
 - ▶ Dofasco Limited
 - ▶ Wallace-Barnes (Associated Spring)
 - ▶ International Harvester

When surveying other public organizations and private organizations, we made personal visits to each Personnel Manager. We surveyed the municipalities by telephone since we knew the jobs, responsibilities and pay structures of all municipalities surveyed.

With each organization we discussed duties and responsibilities to obtain good job matching. We gathered relevant data identifying ranges as well as a specific salary for a competent incumbent with about five years experience on the job. Where this was not available we requested the "job rate" or maximum that would be paid excluding specific merit programs. We used this information for our comparisons.

The "Association of Professional Engineers of Ontario, 1976 Report" on salaries paid to engineers, and surveys we maintain in our offices were also used for comparison.

Many municipalities have not yet adjusted salaries for 1977. Hence we used 1976 comparative data.

B. FINDINGS

The findings of the salary survey are best displayed in comparative form. We do this by means of "trend lines". These salary trend lines for the external organizations are graphical lines-of-best-fit drawn through the plotted salary values relative to evaluated points. You can see how Hamilton compares with others.

Figure 1 shows the salary trend lines for all the non-union jobs at Hamilton. We plotted, on a scatter diagram, your present salaries against the mid-points of our evaluation levels for these positions. We then drew the lines-of-best-fit through these points. Line 1 reflects your current Department Heads' and Deputies' Salary Schedule. Line 2 represents your current non-union Salary Schedule. These lines represent your general salary pattern. They are used for comparisons with similarly constructed lines for other jurisdictions.

In Figures 2 to 4 we compare the Hamilton internal salary trend lines with the salary surveys.

Figure 2 and 3 show the salary trend lines for the surveyed municipalities.

Figure 1

City of Hamilton
Scatter Diagram & Internal Trend Lines
May 1977

May 1977

Dollars
per
Annum
(\$000)

Dollars
per
Annum
(\$000)

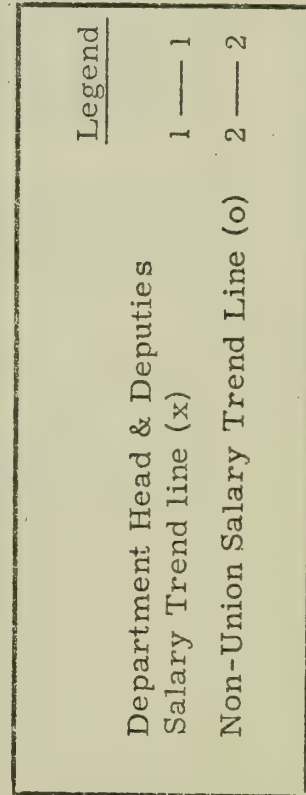


Figure 5 shows a single trend line for the other public organizations surveyed. This is a composite line since the lack of job matches prevented us from drawing a good trend line for each organization.

This Figure also shows a single salary trend line for the private organizations surveyed. We used another composite line for the same reason as above.

C. YOUR RELATIVE POSITION

Comparing your current trend lines with others shows your relative salary position. For example:

- ▶ You are close to:
 - ▶ The Region of Halton
 - ▶ The Region of Hamilton-Wentworth
 - ▶ The City of Mississauga
 - ▶ Private organizations in Hamilton
 - ▶ Other Public Organizations in Hamilton
- ▶ You are above:
 - ▶ The City of London
 - ▶ The City of Burlington
- ▶ You are below:
 - ▶ The Borough of Etobicoke
 - ▶ The City of Windsor

Once future relative trend lines are established from your salary policy, you can re-define the pay structure for the City of Hamilton.

PLEASE NOTE: On the figures showing trend lines, most lines end below the Hamilton City lines. Most of the external organizations have salaries as high as Hamilton. However, there were usually insufficient job matches at high levels to permit us to plot their trend lines at high levels with sufficient sureness.

Figure 2

City of Hamilton

External Salary Trend Lines of: The Borough of Etobicoke, The Region of Hamilton-Wentworth and The City of Mississauga

Compared to
Hamilton Internal Trend Lines
May 1977

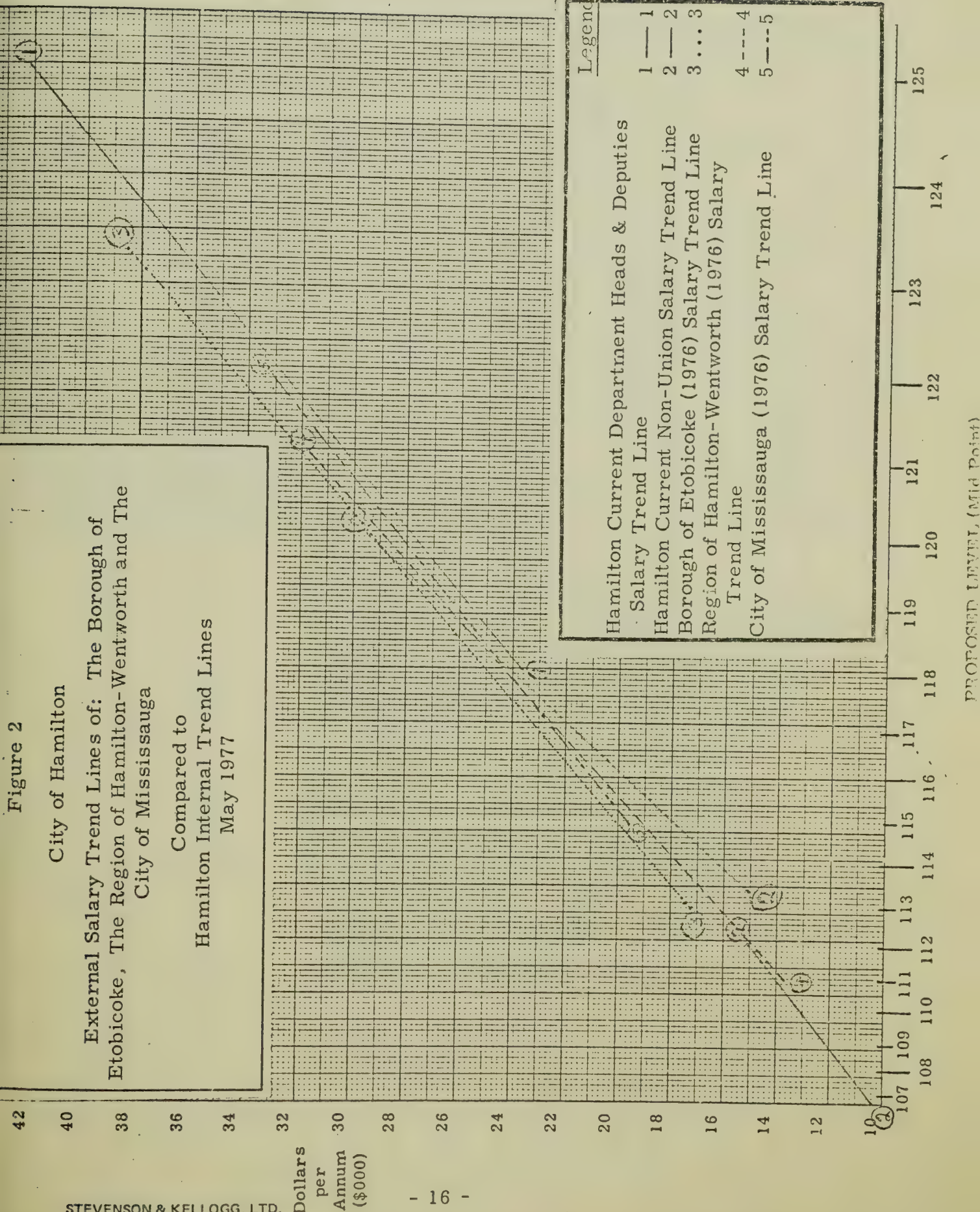


Figure 3

City of Hamilton

External Salary Trend Lines of the City of Windsor,
The Region of Halton, The City of London and
The City of Burlington

Compared to
Hamilton Internal Trend Lines
May 1977

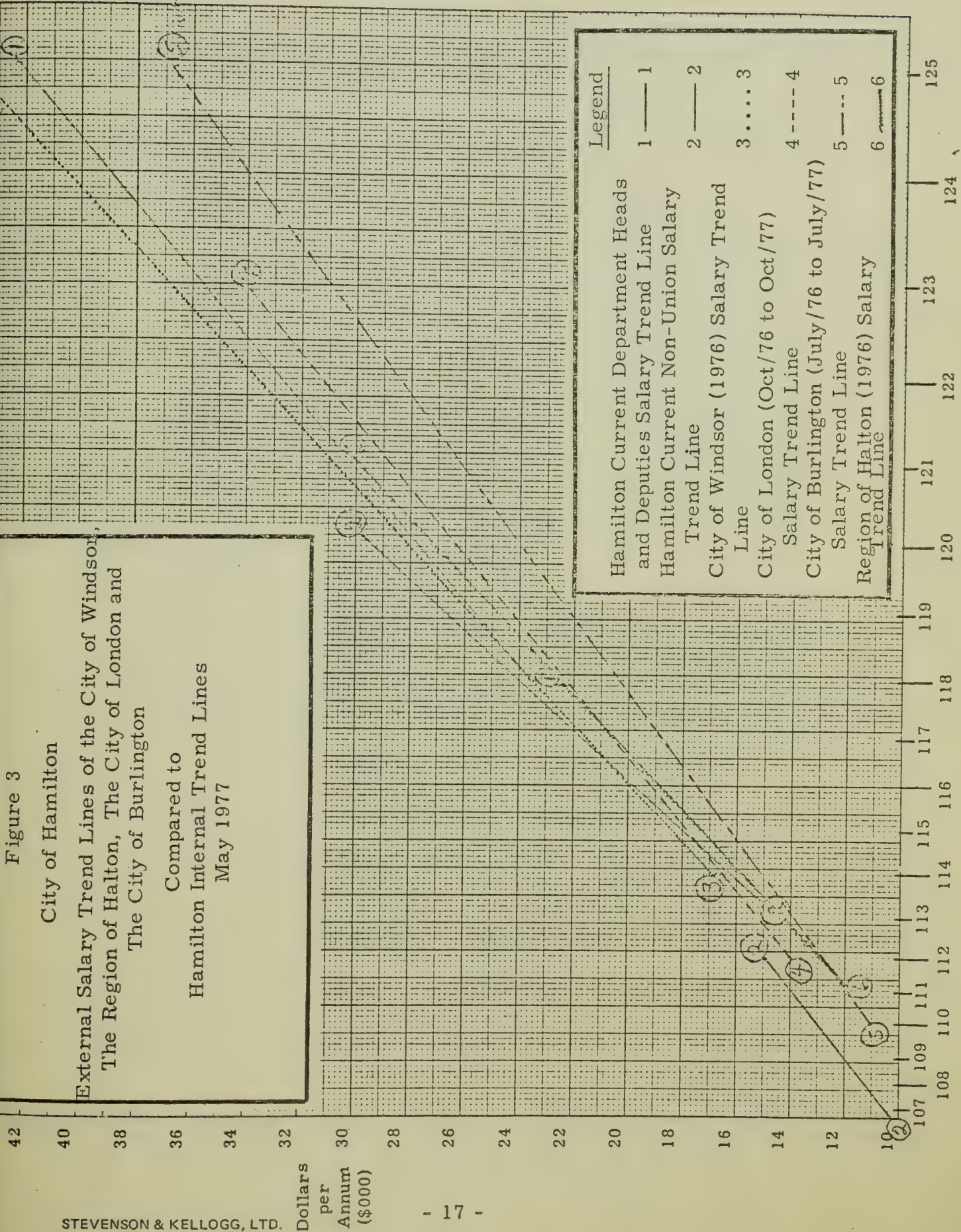


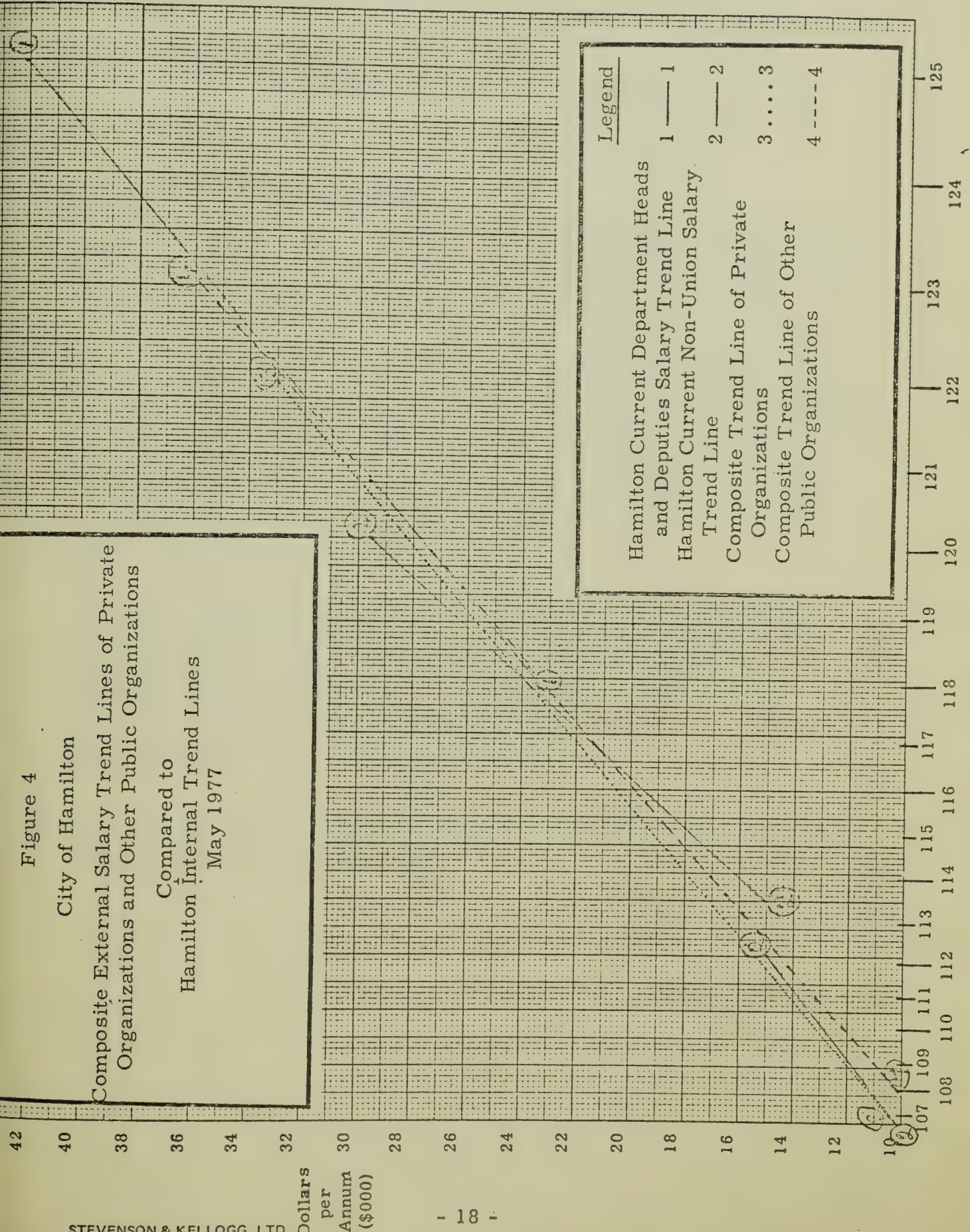
Figure 4

City of Hamilton

Composite External Salary Trend Lines of Private Organizations and Other Public Organizations

Compared to

Hamilton Internal Trend Lines
May 1977



RECOMMENDED PAY STRUCTURE

A. RECOMMENDED POLICY

Every organization must define and state its own salary policies. The City of Hamilton, for example, can declare a policy of being a salary leader. Then by taking "specific" action, it can stay higher than other employers. Similarly, Council can choose to become a low payer.

You are currently in a middle position compared with the external survey. This is true for the salary trend line based on the department head schedule and for positions in the lower third of the non-union schedule. The only anomaly in the existing Hamilton City trend lines appears in the upper two-thirds of the non-union schedule. On balance, the pay for jobs at the top of the non-union schedule is 5 - 6% above what appears to be a fair trend line for Hamilton. Conversely, jobs in the middle of that schedule appear to be an equal percentage below such a trend line. (This effect is shown in Figure 5).

We recommended that you adjust the trend lines between these grades to bring you into a middle position at all levels when compared to the outside surveys. If you adopt this recommended policy, the resulting pay adjustments are shown in Figure 5. Essentially this involves joining the bottom end of the trend line representing the Department Heads and Deputies Salary Schedule at level 118 with the Non-Union Salary Schedule trend line at level 112.

We recommend that you adopt this middle position for all levels. Such a policy is fair to your employees, you can still attract and retain competent and experienced staff.

Figure 5

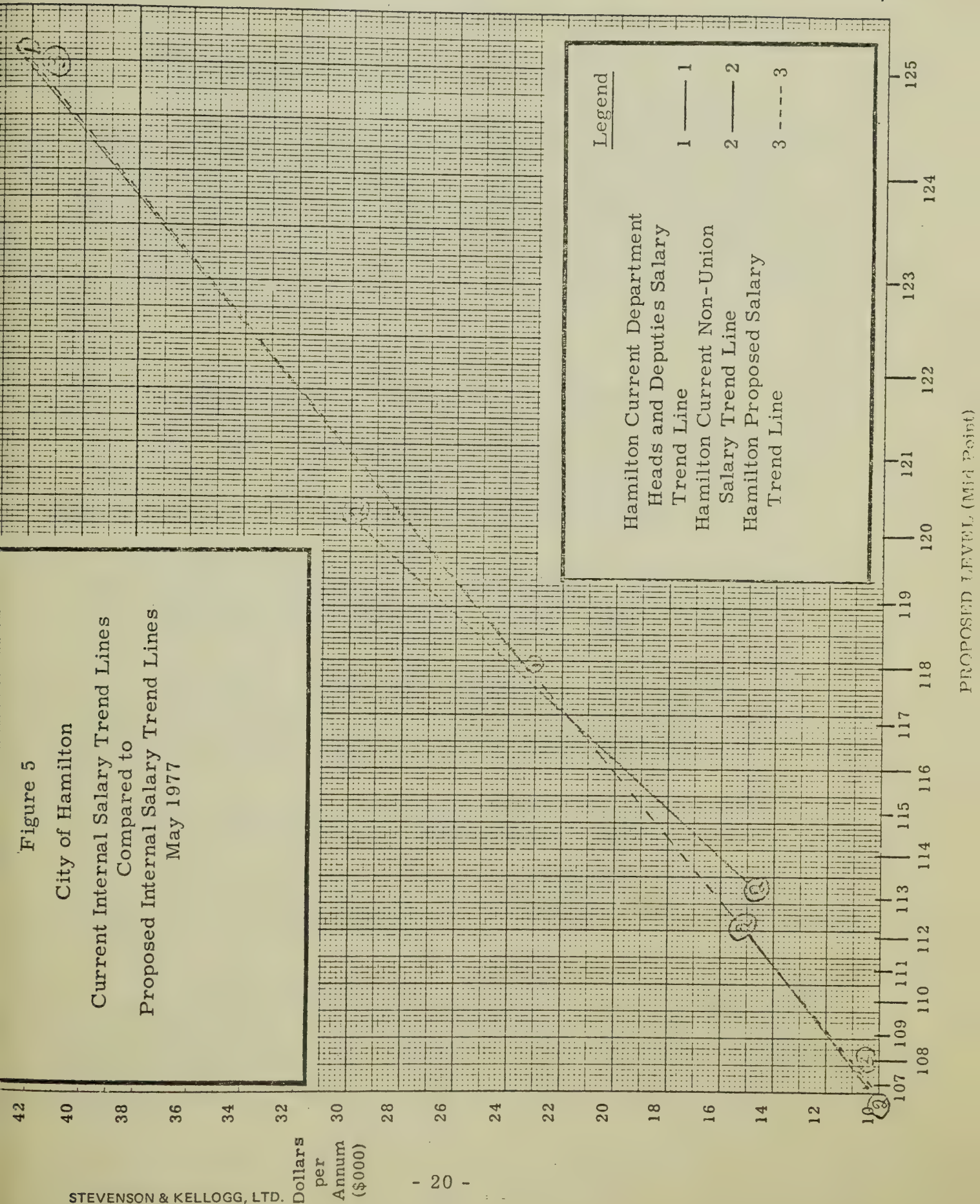
City of Hamilton

Current Internal Salary Trend Lines

Compared to

Proposed Internal Salary Trend Lines

May 1977



B. ONE SALARY SCHEDULE

We recommend you adopt one Salary Schedule rather than your current Department Heads and Deputies and Non-Union Salary Schedules. For purposes of presentation or analysis, you may wish to list the Department Heads and Deputies on a separate listing. Also, such a separate listing will be necessary when you present your 1977 pay adjustments to the AIB -- you must make separate presentations for the two groupings. However, from the standpoint of fair pay determination and administration, you will be better served in the future if you have a single pay schedule applying to both groups.

C. RECOMMENDED 1976 ADJUSTED SALARY SCHEDULE

Since most data in the salary surveys were in 1976 dollars, we compared your current or 1976 salary schedules with the data as shown in the trend lines. We recommend a new trend line based on these data. This was discussed previously in this report.

The proposed new trend line must be converted into dollars on a 1976 adjusted salary schedule. This is shown in Table 2. It has 19 levels or grades: labeled 107 to 125. Each level has five salary steps. The last step in each grade is titled "Maximum".

Maximum is the amount you should expect to pay a qualified incumbent who is performing all aspects of the job competently. It is expected that incumbents move through the steps on an annual basis as they gain experience and show improved job performance.

Step 1 is the salary you should pay an incumbent new to the position and not having held a similar position elsewhere.

A new incumbent may be placed in a step above 1 if he or she brings to the position direct and relevant experience gained from performing the same job elsewhere.

The maximum of each range is about 20% above the minimum for pay levels up to 120. (This represents four increases of about 5% each). In the higher grades, the maximum is about 24% above Step 1 i.e. four increases of about 6%. Such ranges and steps are similar to your current practices. They also reflect normal pay practices with other public employers.

Table 2

CITY OF HAMILTON
 PROPOSED 1976 ADJUSTED SALARY SCHEDULE FOR
 ALL NON-UNION STAFF
 (DOLLARS PER YEAR)

Level	Step 1	Step 2	Step 3	Step 4	Maximum
	\$	\$	\$	\$	\$
125	33,685	35,528	37,465	39,500	41,835
124	31,929	33,667	35,508	37,443	39,693
123	28,945	30,490	32,133	33,882	35,890
122	26,337	27,728	29,203	30,762	32,552
121	24,901	26,532	27,606	28,821	30,222
120	23,317	24,420	25,572	26,715	28,038
119	21,634	22,608	23,626	24,689	25,800
118	19,874	20,768	21,703	22,679	23,700
117	18,364	19,191	20,054	20,957	21,900
116	17,091	17,683	18,373	19,211	20,147
115	15,597	16,299	17,033	17,799	18,600
114	14,507	15,160	15,842	16,555	17,300
113	13,684	14,184	14,769	15,463	16,255
112	12,709	13,164	13,684	14,314	15,051
111	11,787	12,210	12,709	13,272	13,923
110	10,809	11,295	11,804	12,335	12,890
109	10,009	10,459	10,930	11,422	11,936
108	9,272	9,689	10,125	10,581	11,057
107	8,581	8,967	9,371	9,792	10,235

D. PLACEMENT OF JOBS AND INCUMBENTS IN THE 1976 ADJUSTED SALARY SCHEDULE

Because you are still working with your 1976 Salary Schedule, it is best to use 1976 figures to bring individuals "in-step" with our 1976 Adjusted Salary Schedule (Table 2, Figure 2). When that is done, the 1977 schedule can be considered more realistically.

In our work sheets (left with your Personnel Director), we placed each incumbent of each job at the appropriate step of the adjusted 1976 pay range for the proposed level. In making these placements and preliminary pay adjustments these points were considered in order:

- ▶ About 70 people of the 194 were not at maximum on December 31, 1976. These step increases within existing 1976 ranges were granted to about 55 people with work anniversary dates on Jan. 1, April 1, and July 1. Fairness and consistency require similar step increases on Oct. 1. (By ruling AIB has prohibited such anniversary increases for the department head and deputy schedule).
- ▶ The second consideration was to identify the individuals whose actual pay on the existing 1976 schedule exceeded the maximum of the range on the adjusted 1976 schedule. These are considered "red-circled" for 1976 conditions. We accepted the policy that no individuals in this situation were to be given a pay cut. Neither, obviously, should there be any upward adjustment for these individuals on the adjusted 1976 schedule. This condition applied to 30 people.
- ▶ For the people not red-circled, a minimum upward adjustment was made to bring their pay in line with the closest equivalent step of the adjusted 1976 range. This adjustment applied to the majority of your staff. (Note that some individuals who were at maximum on the existing 1976 range may land on any step of the adjusted 1976 range. This may bother some people who have been at range maximum after a number of years in a job. However, we believe there is greater fairness in the modest adjustment now, the opportunity for one or more anniversary increases in future years).

Now it is possible to calculate the financial impact of these adjustments during 1977 -- in order to allow a straightforward calculation of the across-the-board pay increase for 1977. The Anti-Inflation Act and Regulations must stipulate this kind of control and calculation.

E. COST OF IMPLEMENTATION OF THE PROPOSED 1976
ADJUSTED SALARY SCHEDULE

We have defined the pay adjustments necessary in order to allow 1977 anniversary adjustments based on the existing 1976 schedule -- and the adjustments to bring all but red-circled staff into step on the 1976 adjusted schedule. Anniversary adjustments represent about 1.5% of your non-union December 31, 1976 payroll. (The December 31 payroll total for the department head group plus the exempt group was \$3,407,480). Another \$62,000 (or 1.8% of the base salary figure) is required for the calculation to bring all of your salaries in step with the adjusted 1976 schedule.

F. RECOMMENDED 1977 SALARY SCHEDULE

Traditionally you have adjusted your salary schedules for all non-union positions by an across-the-board increase close to the bargained settlements (8.0% and 8.4% in 1977). Your allowable increases are now covered by the Anti-Inflation Act and Regulations (not to exceed 8.0% in 1977). You should keep in line with other major employers, particularly Hamilton-Wentworth Region.

In developing our recommended schedule, we considered a number of factors in some detail:

- ▶ We understand that a specific interpretation has been provided by AIB to the City whereby the anniversary increments being paid during 1977 to about 65 exempt staff (it cannot be paid to those on the department head schedule) can be excluded from calculations of 1977 schedules which will be permitted by the AIB. This is consistent with the interpretation of AIB regarding similar increments for bargaining unit schedules for the City. It also reflects the intent, and fact, that your anniversary increases are not automatic. Department heads can, and do, disallow increases for cause.
- ▶ About 1.8% of the allowable 8.0% for the two exempt groups has been "used up" by the recommended placements in the 1976 adjusted salary schedule. (Leaving 6.2%).
- ▶ The Anti-Inflation Act and Regulations state that each rate or salary in a range or scale of rates cannot be increased by more than \$2,400. This ruling only affects the top two levels of the 1977 schedule.

- ▶ Because some salaries are fully or partly red-circled, slightly more money (about 0.4%) can be applied to the 1977 increase in salary schedule. ($6.2\% + 0.4\% = 6.6\%$).
- ▶ An across-the-board increase represents the most equitable method of adjusting pay on an annual basis. It keeps reasonable pay differentials; compensates for extra responsibility and the effects of income tax rates.

In summary, the allowable 1977 Salary Schedule represents a 6.6% increase above the 1976 adjusted salary schedule. We recommend adoption of the proposed 1977 salary schedule as shown in Table 3.

G. PLACING INCUMBENTS IN THE 1977 SALARY SCHEDULE

We recommend that you place incumbents in the same levels and steps recommended for the 1976 adjusted salary schedule.

If you adopt the recommended 1977 salary schedule, over 80% of your exempt employees will receive the across-the-board increase. Another 10% will receive a partial increase because their adjusted 1976 salary was above the range maximum -- but is below the recommended 1977 maximum. Their increases will vary from 0% to 6%. 7% of your staff receive no across-the-board increase for 1977 because their adjusted 1976 salary exceeds the 1977 maximum for the appropriate range. (See section H).

H. RED-CIRCLED POSITIONS

13 incumbents are now above the maximum proposed rate range for 1977. These are continuing "red-circled" situations. No salary increases can be recommended for 1977.

Table 3

CITY OF HAMILTON
PROPOSED 1977 SALARY SCHEDULE FOR
ALL NON-UNION STAFF

(DOLLARS PER YEAR)

Level	Step 1	Step 2	Step 3	Step 4	Maximum
	\$	\$	\$	\$	\$
125	35,908	37,873	39,865	41,900	44,235
124	34,036	35,889	37,852	39,843	42,093
123	30,885	32,502	34,254	36,118	38,259
122	28,075	29,558	31,130	32,792	34,700
121	26,544	28,283	29,428	30,723	32,217
120	24,845	26,032	27,260	28,478	29,889
119	23,062	24,100	25,185	26,318	27,503
118	21,186	22,139	23,135	24,176	25,264
117	19,576	20,458	21,378	22,340	23,345
116	18,219	18,850	19,586	20,479	21,477
115	16,626	17,375	18,157	18,974	19,828
114	15,464	16,161	16,888	17,648	18,442
113	14,587	15,120	15,744	16,484	17,328
112	13,548	14,033	14,587	15,259	16,044
111	12,565	13,016	13,548	14,148	14,842
110	11,522	12,040	12,583	13,149	13,741
109	10,670	11,149	11,651	12,176	12,724
108	9,884	10,328	10,793	11,279	11,787
107	9,147	9,559	9,989	10,438	10,911

The following list shows that 10 of the 13 red-circled conditions are under 3% (all but one is under 1.5%). Another across-the-board increase will wipe out the red-circled condition. The incumbents can then be considered for normal increases in the future.

That leaves three positions where the degree of over-payment (red-circled effect) is between 7% and 10%. (Director of Purchases; Electrical Engineer; Chauffeur I).

It should also be noted that Chauffeur I and Chauffeur II positions are to receive increased remuneration under recommended revised overtime premiums. (See Chapter VII).

POSITIONS WITH OVER-PAYMENT (RED-CIRCLED)
BETWEEN 0% AND 3% ABOVE RECOMMENDED 1977
SALARY SCALE

Supervisor Data Processing Operations
Cemeteries Director
Secretary to City Solicitor
Custodian (Parks)
General Clerk (Parks)

Chief Traffic Checker
Secretary to Bldg. Comm.
Secretary to Traffic Comm.
General Clerk (Property)
Chauffeur II (one of three)

I. CRIES OF ANGUISH

Council is, of course, free to adopt some or all of our recommendations. For instance, it can decide to approve a lesser across-the-board increase in the establishment of 1977 salary ranges.

Whatever you implement, be prepared for a significant number of complaints. Realize first of all that the wallet is one of the most sensitive areas of the human anatomy. Some who are red-circled will feel that the evaluation and ranking has not been fairly carried out. Those who are to receive modest increases will be hurt because they are not large increases. Individuals will point to other jobs which they see as less complex, less demanding, with less pressure etc. etc. and which are to be paid as much as or more than their own position. The relative ranking of one's position is seen as a measure of personal worth -- which it is not. However, recognize that feelings of hurt and frustration will quickly surface.

How should you react? First of all, let people get their feelings of unfairness and resentment out of their system. They need to do this.

Secondly, provide them with the opportunity to make a written submission to Personnel requesting an official review of job facts and/or job evaluation and/or pay level and/or placement in the pay scale. Provide a time limit of approximately 4 to 6 weeks for such written submissions to be received. Remind people that the results of a review can end up with no change -- or an adjustment representing more pay or less pay. Remind them also that the formal review could lead to a higher or lower ranking for other positions similar to their own.

The procedure for "request for review" or "appeal" should follow these steps:

1. Let people know that written appeals will be accepted within a reasonable time period.
2. Ask people to be specific -- whether they are stating that their job has changed since our fact gathering earlier in the year; whether they believe that the ranking of their position relative to others should be changed etc.

3. Ask the Department Head concerned to provide a written statement relative to the appeal of the employee. This statement can support, explain or otherwise comment on the situation.
4. Allow the Personnel Department to receive, review and analyze all written appeals. Personnel needs to undertake a systematic review of each appeal -- checking facts as required with the individual and/or the department head. This should be completed within three months after the receipt of all appeals. (If necessary, Personnel should be requested to draw on our staff for assistance in this work.)
5. Personnel should report on the results of the review -- indicating where no change is recommended or where changes appear justified.
6. Adopt a similar policy and practice for inevitable job changes in the future. When a position is new or significantly revised, the incumbent and department head are jointly responsible for submitting solid facts outlining the change to Personnel. On a quarterly basis, Personnel is to consider the changes and recommend the appropriate pay level for the new or revised position.

VI

SALARY ADMINISTRATION

A. MAINTAINING THE SYSTEM

Your Director of Personnel has the responsibility of managing the maintenance of all wage and salary programs in the City. He does this within the policies established by Council. To maintain this program for the Non-Union Salary Schedule, we have provided him with:

- ▶ Job Fact Sheets -- a complete set;
- ▶ Evaluation manuals -- their application to the positions has been reviewed with your senior personnel staff;
- ▶ Records of the factor-by-factor evaluations for all positions.

B. EVALUATION OF NEW OR CHANGED POSITIONS

When a new position is created or an established position changed, it must be defined in writing, using the standard Job Fact Sheet. Job changes should be highlighted and discussed. Then it can be evaluated by a rating or evaluation committee. We recommend that the rating committee include:

- ▶ Director of Personnel;
- ▶ Assistant to the Director of Personnel;
- ▶ Head of the respective department of the job being evaluated.

This committee should be chaired by your Director of Personnel. The committee should not have to meet oftener than quarterly, to deal with changes or reviews requested. Dealing with several positions at a time helps the committee retain perspective.

During such rating sessions, cross reference should also be made to previous evaluations to maintain rating consistency. Proper records must be kept -- names, dates, decisions, reasons. The salary level determined by the evaluation process should be reviewed with the Personnel Advisory Committee, then recommended to Board of Control.

C. PAY ADMINISTRATION PRACTICES

1. When New Employees are Hired

Hire new employees at the start level, unless there is good reason not to do so, e.g. significant experience in a similar position elsewhere.

2. Transfers, Promotions, Demotions

When an employee is permanently transferred or promoted to a position in a higher level, the new salary should be the step in the new level which provides an increase of at least 5%.

When an employee is permanently transferred to a position in a lower level or demoted, he continues to receive his present salary unless there are particular reasons why he should not. Subsequent increases will only be considered when his present salary is within the range of the lower level.

When an employee is temporarily transferred to a position in another level, he will retain his present salary unless otherwise authorized. "Temporary" can be for a period not exceeding six months.

3. Salary Increases -- Movement Towards Job Rate

Increases within the range for positions in both salary schedules should be granted (normally annually) to employees not yet at job rate. They should be moved towards that rate a step at a time, if justified by progressive good performance. This is also a learning period.

4. Salary Increases -- Schedule Changes

In the past, you have chosen to increase the general levels of your non-union salary schedules by about the same percentages as those negotiated by your unions. You may choose to continue. Alternatively, you may select a different percentage increase.

VII

OTHER RECOMMENDATIONS

A. CHANGES IN JOB TITLES

Some of your job titles do not reflect the responsibility of the position or the job being performed. To correct this, we recommend that you change the following job titles:

<u>From</u>		<u>To</u>
Senior Consol Operator (finance)	▶	Assistant Supervisor Data Processing Operations
Outside Coordinator (Streets & San.)	▶	Assistant Director Streets & Sanitation
General Sanitation Foreman (Streets & San.)	▶	Sanitation Superintendent
Executive Assistant (Clerk's)	▶	Assistant City Clerk
Central Registry Clerk (Clerk's)	▶	Committee Secretary and Supervisor of the Land- lord and Tenant Bureau
Property Clerk (Clerk's)	▶	Committee Secretary and office assistant
Supervisor of Records (Clerk's)	▶	Committee Secretary and Supervisor of Records
Personnel Technician II	▶	Personnel Clerk I
Steno "B" (Personnel)	▶	Personnel Clerk II

B. SECRETARIAL POSITIONS

You currently have two levels of secretaries that are not in the union:

- ▶ Secretary I
- ▶ Secretary II

Our evaluations have established three levels of Secretaries, based on job content and responsibility. These are:

<u>Position</u>	<u>Level</u>
Secretary to Treasurer & Comm. of Finance	112
Secretary to Mayor	112
Secretary to Director of Recreation	111
Secretary to Director of Streets & Sanitation	111
Secretary to City Engineer	111
Secretary to Aldermen	111
Secretary to Controllers	111
Secretary to Secretary of Bd. of Control	111
Secretary to Purchasing Director	111
Secretary to Director of Real Estate	111
Secretary to City Solicitor	111
Secretary to Director of Personnel	111
Secretary to Building Commissioner	110
Secretary to Traffic Commissioner	110
Secretary to Director of Community Development	110
Secretary to City Architect	110

We recommend:

- ▶ Secretaries in Level 112 be called Secretary I
- ▶ Secretaries in Level 111 be called Secretary II
- ▶ Secretaries in Level 110 be called Secretary III

C. CHAUFFEUR POSITIONS AND THEIR OVERTIME PAY

You now have two levels of Chauffeur:

- ▶ Chauffeur I who drives the Mayor
- ▶ Chauffeur II who drives Controllers, Aldermen
and others.

Our evaluations have established only one level of Chauffeur. We recommend this one level (level 110 in the Ladder Chart) be titled Chauffeur-Serviceman.

Overtime pay for Chauffeurs has not been changed for some time. Currently you pay:

- ▶ no overtime before 6 p.m.
- ▶ \$6.50 between 6 and 8 p.m.
- ▶ \$24.00 flat rate after 8 p.m.

Often Chauffeurs work a 12 to 16 hour day. On many weekends and holidays they work more than full days with only \$24.00 a day pay.

In order to be equitable and provide fair overtime pay, we recommend that you:

- ▶ Not pay overtime before 6 p.m.
- ▶ Pay \$10.00 overtime between 6 and 8 p.m.
- ▶ Pay \$30.00 flat rate after 8 p.m.
- ▶ Pay \$5.00 per hour for work on weekends and holidays to a maximum of \$75.00 per day.

D. CURATOR OF THE WAR MUSEUM

We recommend that you continue to pay the Curator of the War Museum at a rate that allows you the maximum grants for the museum.

E. OVERTIME, SECRETARIES OF COMMITTEES

The people who act as Committee Secretaries frequently work unusual hours -- particularly evening meetings. They are supposed to receive time off for equivalent hours as soon as possible after this extra work. For example, they might stay off the following morning.

In fact, this time off is rarely taken. Late in the year, overtime is accumulated; they are granted overtime pay.

To the extent that such overtime pay is substantial (as it was in 1976) this creates a problem with other members of the exempt staff who work substantial overtime without pay during the year. For instance, supervisors in the Finance department are required to put in substantial extra hours during the preparation of the annual budget. They are not eligible for overtime.

We recommend that there be firm and consistent administration of the "time off in lieu" condition pertaining to those who act as committee secretaries. Where possible, the following morning (or part of it) should be free. If the secretary has to complete minutes (and answer questions from members of Council) during the morning following a meeting, the afternoon should be the free time. Alternatively, another day or part day during that week or the following week should be the agreed-upon period to be taken off. Individual preferences can be accommodated within this practice.

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